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**Five
Forward
Years**



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Shoptalker
THE MAGAZINE OF PARKER PEN EMPLOYEES



In September 1953, Arrow Park opened its doors officially and there began a period which in retrospect is termed the

Five Forward Years



In this space of time, research and new product development made tremendous strides; management aligned itself to better serve the international structure of the corporation; and the people at Parker prospered through understanding and cooperation. The Five Forward Years are reviewed in the following pages of this anniversary issue of Shoptalker.





PRODUCT PLANNING PAYS OFF

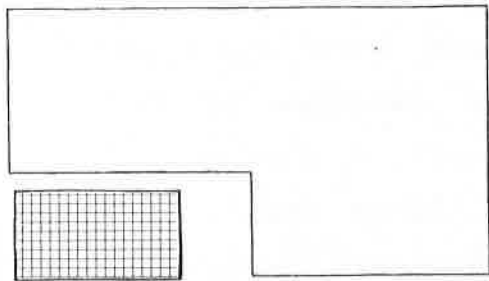
This is a story of how "research" became "product planning" at Parker Pen. It is more than a tale of expanded facilities, increased personnel and more scientific gadgetry. At its nucleus is a complete change in concept of goals to be attained, a shift away from "research" in terms of Webster's definition "... investigation or experimentation having for its aim the revision of accepted conclusions."

Don't be mistaken! Parker has revised a good many accepted conclusions in its lifetime—conclusions such as "you can't sell an over-size orange pen when everybody knows people prefer black" and "skipping is an inherent deficiency in ball point pens and there's nothing that can be done about it."

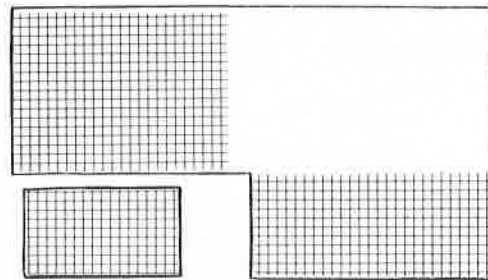
In the past five years, however, there has been less emphasis on "revising conclusions" and more direct effort at producing the kind of writing instrument which will fill a particular marketing need.

Need for or suitability of a particular product was determined through careful analysis of market surveys and countless interviews with consumers and product owners. Sales Division ability to sell

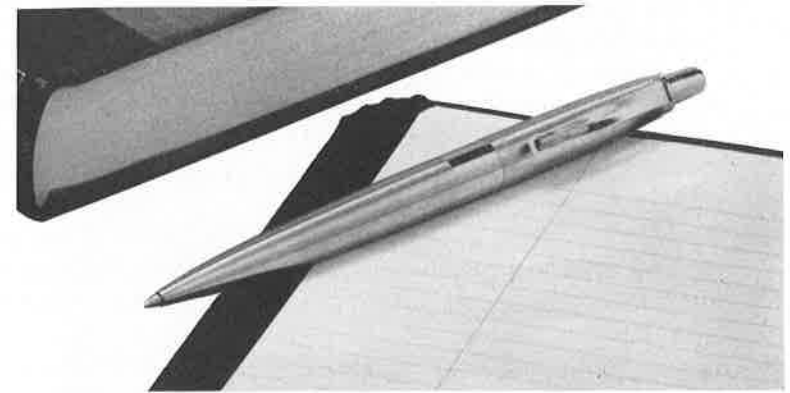
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1. In 1953, Parker's Research Department occupied a small two-story building adjacent to the company's general offices. The basement and its above-ground floors were crammed with equipment and machinery necessary for writing instrument research.



2. In 1958, Parker's Product Planning Division has spread and grown to the point where it now occupies almost three-quarters of the space on the ground floor of the General Office building. It also maintains experimental production labs at Arrow Park.



In January 1954, Parker's nine years of investigation into the ball point pen field culminated in the Parker Jotter. It featured a nylon barrel, five times the writing capacity of ordinary ball points and a rotating refill for longer point wear.

The year 1955 saw the introduction of the "first basic change in pencils in centuries". Liquid Lead captured the imagination of the buying public. This was also the year of big displays.





a product was considered, in addition to its adaptability to existing Parker channels of distribution.

What of results? The Parker Jotter was introduced in January 1954. Consumer acceptance was immediate for a pen which offered almost complete indestructibility. To date, including the more recent T-Ball Jotter, Parker has sold well over 35,000,000 units, including refills.

A year later, in January, 1955, the Liquid Lead pencil, "first basic change in pencils in centuries," was marketed successfully. More than 3.9 million units have passed into consumers' hands since that date.

In 1956, Parker announced the perfection of a pen "unlike any in this world, or any other"—the Parker 61 Capillary pen. It filled itself by nature's own force, capillary action, and from the reverse end, thus answering the cry for simplified filling in a liquid ink pen.

Then in 1957, the Product Planning Division reported the development of the T-Ball Jotter, the first pen with a ball specifically



In 1956, clean capillary filling became a reality in fluid ink pens with the introduction of the Parker 61. It could fly high without danger of leakage and was constructed for years of trouble-free service. It had no moving parts to wear out.

Dave Garroway told an audience of millions that the Parker 61 wrote upside down.



The Parker T-Ball Jotter, introduced in 1957, offered tireless writing. It was practically skipfree because of its tiny porous, textured ball tip.

They even blew smoke through a model T-Ball to prove it was porous.



designed and created for writing. It was porous and its microscopic surface was textured to grip the paper it rolled over. Skip-free writing was guaranteed or purchase price refunded.

These are but the high spots of the past five years. There have been hundreds of new products and improvements in existing products released for manufacturing. And more are released every day.

This, then, is Product Planning. Not science aimed at science, but science aimed at sales. And it is the latter that keeps each of us at our jobs.



First anniversary cake-cutting. IMS men Frank Matthay, Alfred Diotte, Chester Holloway, Earl Best and Richard Holznecht watch as Daniel Parker performs the anniversary ritual of cutting the cake.



It is the job of IMS to establish policies and operating procedures for each subsidiary which are consonant with all others. Through such a system IMS would hopefully derive performance reporting procedures which are nearly uniform and adaptable to charted reports to general management.

These nine experts in all areas of business and manufacturing are not concerned solely with Parker's widespread operations. They also seek product diversification compatible with Parker's facilities and know-how.

The acquisition of The Eversharp Pen Company was one result of their intensive effort.

Since methods, procedures and general operating efficiency are keystones in any successful business operation, the men of IMS bear a tremendous responsibility in the maintenance of The Parker Pen Company as a world leader in the writing equipment industry. But, so too, do those who head up its many internal divisions.

When the International Management Staff was formed, it removed the top operating chiefs from key

Experts Handle Parker's Corporate World Problems

As a company grows and develops it finds itself becoming more and more complex. And complexity in a corporation can be a serious problem.

Take a look at the complexity of The Parker Pen Company. It now lists 15 separate subsidiary companies which are scattered over the world. In terms of management, this means that Parker Pen can be experiencing the same problem in 15 different locations on the globe or simultaneously 15 individual problems.

Some time ago, a plan was conceived to create a liaison between the

company's far-flung subsidiaries and the general management in Janesville. Last year the stage was set and the curtain drawn. The now familiar International Management Staff was revealed.

To the original seven-man membership composed of Norman Byford, Philip Huff, Frank Matthay, Chester Holloway, Earl Best, Alfred Diotte and Howard Kessinger, have been added Richard Holznecht, director of public relations, and Ivan Tefft, general counsel. These are the core of a group which includes several more assistants.

In another anniversary observance, Carl Priest cuts into a cake honoring the first year of the United States Division of The Parker Pen Company. The heads of the Division's two major sales arms, George Parker and John Mack, look on.



company divisions. Earl Best left his post as head of the Financial Division, Frank Matthay vacated the top spot in the Foreign Sales Division. Philip Hull left the Manufacturing Division. Successors had to be appointed.

Robert Burmeister, a native born Wisconsinite and assistant treasurer of the company, was named head of the Financial Division. George Parker, who had operated as assistant division head, assumed the management of the Foreign Sales Division. And named to direct the Manufacturing Division was Phelps Walker, former works manager.



new products

THE Five Forward Years with Parker have developed an accent on gift appeal in its products. This is especially true of the whole array of new products being introduced to the buying public in time for Christmas.

Here's a quick rundown:

A whole line of feminine ball-point pens.

A series of pocket-sized ball pens only one-quarter inch longer than the ink cartridges inside.

A line of ceramic desk pen sets combined with ash trays and planters.

A line of luxury ball-points for writers who want the conven-

ience of a ball pen but the quality and appearance of a fine fountain pen.

And, an ultra-plush solid gold Parker 61 pen and pencil set—packaged in a sterling silver cigaret box.

The new feminine-styled "Princess Jotters", a wholly new approach to ball pen marketing, come in a variety of pastel shades, highlighted by delicate engraving. Since the design is purely feminine, the traditional pocket clip has been omitted.

Until now all ball point pens have been neutral, suitable for use by either sex, according to design and style experts. But with the increased emphasis on styling being put to

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Princess Jotter at left, new 61
Presidential set at right.





women's accessories, particularly purse accessories, it became obvious to us that a functional writing instrument like the Jotter should be feminine fashioned. It may be possible to purchase a Princess Jotter to match the latest lipsticks and compacts. The styling experts add that research showed that women wanted a fashion-styled writing instrument, and that the preferred writing instrument for casual notes, grocery lists and check signatures is a ball pen.

Recognizing an upsurge in consumer interest in a standby product, Parker set about, too, to restyle its line of conventional and ballpoint desk pens. Desk bases of rich woods, metals, plastics, onyx, and ceramics are the result.

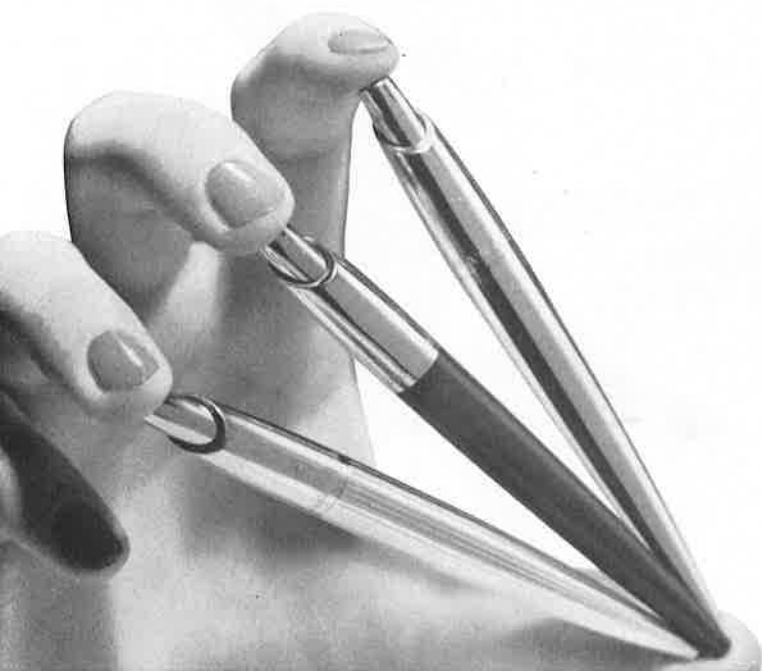
The use of ceramics (by Royal Haeger) in complementary decorator colors has opened a new opportunity for stationery retailers to tie-up with florists in an all-out effort to capture

gift sales in the vast anniversary and wedding markets.

Parker ceramics combine a pen holder, ash tray and planter into one "modular" unit, thus bringing a "living touch" to the desk. They are offered in four neutral hues to fit any decorative scheme and a fifth which blends with several popular shades.

In the ball point field again, Parker has come up with a pen called the MINIM. It measures just about a quarter-inch more than the T-Ball cartridge it holds and has no clip. Its short length makes it ideal for carrying in pants pocket or purse. The MINIM is available in three models, one solid gold retailing for \$25.

The V.I.P. is still another line of Jotters released for marketing by Parker designers. The V.I.P. is matched with a mechanical pencil and is designed for those who take pride in the appearance of the writing instruments they use.



The MINIM Jotter

Best of Five

Many things have happened during Parker's Five Forward Years which are worthy of mention. The following are but a few highlights from those years.

In 1954, Manufacturing Division employees voted to give a new group incentive plan a try. It was called the Parker-Scanlon Plan. At the time, about 40 per cent of the work which went into the making of a Parker pen was being farmed out.

Wrote Vice President Philip Hull at the time: "Individual incentive plans such as we have just thrown out tend to separate people rather than unite them in the interest of greater over-all achievement. As a result, we have divided into several groups, each pulling a tight tug within its own sphere but lacking over-all enthusiasm and singleness of purpose."

The Parker-Scanlon plan provided unity, for sure. In the past four years, employees under the plan have submitted a total of 993 suggestions to increase efficiency, eliminate scrap, increase production and reduce costs. Bonuses derived from the plan have averaged 14.59 per cent of wages. Today, almost all of the work which goes to make a pen is done inside Arrow Park.

During the year preceding the

adoption of the plan, Arrow Park employment averaged 761. Today it averages 817. Before the plan, we made two lines of fountain pens. Today we make several lines of fountain pens and a host of ball-point pens.

In 1956, Catastrophe Insurance was introduced to Parker employees at a very low cost. Called the Major Medical Expense Plan, it supplemented the company-paid Basic Plan of Hospital, Surgical and Related Type Benefits. Just this year, the Major Medical program was combined with the basic plan and expanded to pay more costs of a greater number of coverages. The cost to employees remained the same as with the former Major Medical Plan.

Parker retailers were asked to sign franchise agreements under a Parker Franchise program instituted in 1956. Simply stated, the program was intended "to protect the consuming public, retailers and the company against unfair competition." A long study had convinced the company that a franchise plan would assure traditional fair value for the pen user, while providing fair profit opportunity to the retailer and the maker.

After two years of operation, retailers continued to be enthusiastic

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Second floor of Arrow Park—1953 to 1958. The introduction of a Parker ball point pen caused some changes.

concerning the franchise program. Said a San Diego department store buyer: "It is nice to do business with a company like yours that has one code, one deal, one price, one discount."

In 1956, the red carpet was rolled out at Arrow Park, not for distinguished foreign visitors, not for a senator, but for a 13-year old girl from Idaho who just happened to be the company's 25,001st visitor to Arrow Park since it opened. In honoring her, Daniel Parker presented an engraved Presidential set and a share of stock in the company.

That same year a kind of safari got underway inside The Parker Pen Company offices which was called an "Over-all Benefits Study". Its objectives were to obtain broad participation in the gathering of facts; to determine where deficiencies and inequities exist and how they can be eliminated; to locate any unwarranted overlapping of benefits, and explore ways of correcting it; and to consider how participants and the

company can receive maximum value for the money being paid as compensation in the form of benefits.

The results of the study have been compiled into a new employe benefits program which will be announced shortly.

Early in 1957, all employes of the company who wished to receive their first Salk polio shot. The full course of three shots was completed in March of 1958. Between these dates, employes were also given opportunity to have inoculations to prevent Asiatic Flu.

During the summer of 1957, Janesville was host to the entire Domestic Sales force for the first time in 16 years. The 1957 General Sales Meeting began with punch and lunch at Arrow Park and culminated with Wisconsin *gemuetlichkeit* at Stonehenge, with an exciting amount of business in between. While here, the account managers met, some for the first time, their new chief, John Mack, assistant vice president in charge of domestic sales.

Five Forward Years

A new multi-million dollar senior high school and two elementary public schools were constructed. By 1960, according to V. E. Klontz, superintendent of schools, Janesville will have 5,500 youngsters in school. The past five years have been spent in preparation for this record enrollment.

The year following the opening of Arrow Park, Parker spent \$400,000 to remodel its general office building which, until then, had housed much of the company's U.S. production facilities.

The Five Forward Years also saw the demolition of Rock County's 100-year-old Court House and the construction of a huge



new brick and granite building directly across from Parker's general offices.

Downtown Janesville changed in several ways during the past five years. A sparkling new Woolworth building filled in a space which was burned out several years earlier. The city constructed a multi-level public parking ramp. And the Merchants and Savings bank established a pattern to be imitated by conducting large-scale remodeling and expansion of its facilities to include drive-in banking service.



General Motors, which has been in Janesville since 1923, added some 300,000 square feet of plant facilities during the past five years. Included in new construction was an extensive addition to the Fisher Body plant, completed in 1955. GM payroll reached \$23,388,024 last year.

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Coming Attractions

This summer 80 Parker people boarded a big DC-6 at Rock County airport and departed on an exciting three-week tour of Europe. In the issues to come, Shoptalker proudly offers excerpts from the diary of one of those who made the trip. We are sure our readers will find the series fascinating.

Here's just a hint of what to expect: Take-off time—7:55 over perfect rows of young corn, carved earth, and elongated shadows of very late afternoon. Soon after take-off, out came farewell boxes of candy and gum for passing around. A 20 June Gazette made its appearance and music came forth from ceiling speakers to an audience captive for 5½ hours. Next stop—Gander, Newfoundland.



Cooperating in a general theme of "Research—Your Future", Parker exhibited a collection of six "dream pens" at the Wisconsin State Fair's Wisconsin-at-Work building. The idea of a central theme for the building was instituted by Bruce M. Jeffris before retiring from the presidency of the Wisconsin Manufacturer's Association.

Four of the six pens are shown here. Top to bottom are the Colormatic, which at a press of a button changes in colors; the Robo-



draft, a mechanized and automatic pen for making all manner of geometric forms; the Solaris, powered by light to burn an impression on paper; and the Nitrograph, which absorbs nitrogen and chemically combines it to make a fluid ink. The designs are the work of Walter Beiger, of Parker's design section.

Among the thousands to visit Parker's exhibit was Jo Ann Stetka, Miss Wisconsin Industry (see cut).

